

## **Local Level Workforce Development System Assessment (1/14/02)**

### **Board Leadership and Strategic Planning**

Goal: Local Workforce Investment Boards move beyond program oversight and assume a strategic role, one that focuses on identifying and addressing the significant workforce development, economic development and education issues within the community.

Quality Indicators:

1. The Board and Youth Council are made up of the key “movers and shakers” in the local community who are knowledgeable of the education, workforce development and economic development issues in the area and have the influence to impact change.
  - a. Describe the Board’s recruitment efforts. Were efforts made to recruit the most appropriate people for the Board?
  - b. If yes, how successful were those efforts, i.e., how many of the people are actually participating on the Board?
  - c. Who are the private sector board members and what industries do they represent?
  - d. Is private sector attendance strong at the local board meetings?
2. The Board’s members, as well as the local elected officials in the community, have a clear understanding of the Board’s vision, mission and goals.
  - a. Were members involved in the creation of the vision, mission and goals? If not, how has Board leadership communicated the vision, mission and goals to the membership?
  - b. Did the Board involve local elected officials in the creation of the vision, missions and goals? If not, how did the Board obtain the endorsements of local elected officials on the vision, mission and goals?
  - c. Are the Board’s vision, mission and goals referred to at meetings as the Board carries out its business?
3. The Local Board has instituted a strategic planning process to identify and address broad strategic economic and workforce development goals, and remains strategically focused in its day-to-day operations.
  - a. Does the Board have a strategic plan? If yes, how is the Plan related to the community’s overall plans for education and economic development?
  - b. Are/were key community workforce development stakeholders and customers involved in the strategic planning process?
  - c. Does the Board have a work plan for accomplishing its strategic goals? If yes, does the Board use this plan to assess progress and support continuous improvement?
  - d. Do the Board’s meetings focus on achievement of its strategic goals?
  - e. Is the Board’s organization and structure aligned to support its strategic goals?
4. The Board’s Youth Council has a strategic vision for meeting the needs of the local youth community.
  - a. Has the Youth Council developed its own strategic plan?
  - b. If so, how does the plan link with the Board’s overall strategic plan?

- c. Does the Youth Council have adequate and appropriate representation to achieve its goals?
- 5. The Board and Youth Council work to coordinate and align the workforce development resources within the community, both public and private.
  - a. Have the Board and/or Youth Council conducted, or do they plan to conduct, a community audit?

## **One-Stop System Management**

Goal: The Local Board and One-Stop Operator(s) manage the One-Stop system to ensure that it provides quality services to its customers, all available funds are used effectively and there is consistency with the State's vision.

Quality Indicators:

1. The Local Workforce Board translates the State's One-Stop vision and guiding principles into specific operational goals and regularly assesses progress towards meeting these goals.
  - a. What role does the local WIB play in managing the One-Stop system and Center(s)?
  - b. Has the Board developed operational goals for its One-Stop system? How do they reflect the State's vision and goals?
  - c. How does the WIB monitor or assess progress against its operational goals?
2. The Local Board has selected a One-Stop Operator(s) who has the knowledge, skills, and abilities to effectively manage the One-Stop Center(s).
  - a. Who are the One-Stop Operators?
  - b. Why did the Board select them?
3. Management monitors expenditures and obligations for the funding streams within its control.
  - a. Does the One-Stop Center have an approved budget and what are the sources and levels of funding? Who is responsible for the One-Stop Center budget, its control, or modifications? Is this reflected in partner Memorandums of Understanding (MOUs) signed by the partner organizations?
  - b. Does the budget reflect the One-Stop Center's planned service levels?
  - c. Does the budget reflect the cost of all facilities and systems? How are these costs funded? Do all partners contribute to the system costs? Is this reflected in the MOUs?
  - d. What funding streams are outside the control of the Center's management team?
  - e. Who is responsible for conducting financial and program audits of Center operations? How are audit issues resolved by the management team or local board?
4. Center staff clearly understands local policies affecting One-Stop operations.
  - a. What policies governing One-Stop Operators have been developed? Were they developed in collaboration with partners and staff?
  - b. How does One-Stop management communicate policies and/or guidance to staff?
  - c. Are partner agency policies reviewed (when appropriate) and approved by Center management to ensure coordination among partners?
5. Staff capacity building is a priority of One-Stop management, and these activities are aligned with key goals and objectives.
  - a. How does management identify, plan and address staff training needs?

- b. Does the Center have a written plan for on-going staff training, including new staff? If yes, do partner organizations participate in the development and implementation of the plan?
  - c. What cross-training activities have been conducted?
  - d. What continuous improvement strategies are utilized when staff feedback is received? How is feedback incorporated into training and/or the training plans?
- 6. Memoranda of Understanding (MOUs) exist among all One-Stop partners, and these clearly describe the roles and responsibilities (programmatic and financial) of these entities.
  - a. Has the Local Board executed MOUs with all required One-Stop partner organization? Are they umbrella or individual agreements? Which partner organizations have not signed an agreement?
  - b. Do the MOUs fully describe the services to be provided by each partner, the funding of these services, the levels of service, how overhead costs are shared, how referrals are made among partners, duration of the agreement, and how modifications to the agreement are made?
  - c. Do the MOUs reflect the goals and levels of service identified by the Board in their operating plan?
  - d. Do the MOUs accurately reflect how the One-Stop Center actually operates and delivers services to individuals and employers?

## **Employer Services**

Goal: One-Stop Centers develop service delivery models that are fully responsive to the needs of the business community.

Quality Indicators:

1. The One-Stop has staff devoted to cultivating employer relationships and employment opportunities for the One-Stop as a whole, rather than multiple program contacts.
  - a. Does the One-Stop have an employer/business relations team dedicated to service the employer customer on behalf of all of the One-Stop partners?
  - b. Does the business relations team provide tools and products for employers to assist them with finding, retaining and advancing employees?
  - c. Does the business relations team assist employers with finding appropriate training programs for employees?
  - d. Does the business relations team work with the business community to identify and provide workshops events and services that meet the unique needs of the local employment community?
2. The One-Stop offers a unique menu of services for businesses that goes beyond required Wagner-Peyser services.
  - a. Does the One-Stop offer a variety of services for businesses based on their total workforce needs including labor market information, labor law training, technical assistance related to Unemployment Insurance, Worker's Compensation, affirmative action and Equal Employment programs?
  - b. Does the One-Stop work closely with the local economic development agency to identify local developing industry clusters, skills and labor shortages, etc.?
  - c. Does the One-Stop offer recruitment and training services that are appropriate to a variety of businesses, e.g., entry level, seasonal, and/or part-time hires, incumbent worker training, etc.?
3. The One-Stop has a method of measuring its success in delivering services to the employer community.
  - a. Does the One-Stop have a plan to increase employer use of the center and does the plan identify performance measures for employer customers which support center and system objectives?
  - b. Does the plan describe how employer satisfaction is surveyed, including frequency, and results, as well as how survey results are disseminated to center staff and others?
  - c. What continuous improvement strategies have been developed to identify areas for improvement and measure improvement in actual results?

## Customer Outreach

Goal(s): One-Stop Centers are widely recognized throughout the community. Center staff actively reach out to current and potential customers so that, when employers or job seekers need workforce development services, they immediately know what is available and where to access what is available.

1. The One Stop Center has an integrated approach to outreach activities, e.g., an Outreach Team that represents the Center and not individual program(s).
  - a. What outreach methods are used to represent the Center?
  - b. Does the One-Stop Center have an Outreach Team? If so, what are the duties and responsibilities of the team members?
  - c. Do other staff have outreach responsibilities built into their jobs?
2. The Board and/or One-Stop Operator have an effective outreach/marketing strategy that reflects all partner services, is appropriate to the needs of different customer groups (e.g., in-school and out-of-school youth, non-English speaking populations, individuals with disabilities), complements the One-Stop's outreach efforts, and leverages local resources.
  - a. Describe the marketing strategy for the local One-Stop system.
  - b. Who was involved in developing the strategy?
  - c. How does the strategy leverage other local resources, e.g., using past and present participants for peer referrals?
  - d. How does the area target its marketing and outreach efforts to different customer groups?
  - e. Does the strategy make use of the media, i.e., PSAs, local newspapers, etc?
3. The One-Stop Center frequently evaluates its outreach and marketing efforts for effectiveness, and uses the outcome information as a part of its continuous improvement process.
  - a. Does the One-Stop Operator have a system for measuring the effectiveness of the Center's marketing and outreach efforts?
  - b. If so, explain how the system was developed and executed.
  - c. Does the One-Stop Operator use the outcome information from frequent evaluations of its outreach and marketing efforts as a part of the continuous improvement process?
  - e. What role do the partners play in this process?

## **Access to One-Stop Center Services**

Goal: The physical One-Stop Center provides complete and convenient access for use by all customers who seek information, assistance, and access to resources from one comprehensive workforce center location.

Quality Indicators:

1. The local comprehensive One-Stop Center is physically and programmatically accessible.
  - a. Has the Center been reviewed and certified for physical accessibility?
  - b. Does the Center location provide optimal public transportation access, including special population needs?
  - c. Are Center materials provided in accessible formats?
  - d. Are staff trained in addressing specific physical and program needs of persons with disabilities?
2. The Center is attractively laid out and designed to maximize ease of movement by customers through the Center.
  - a. What considerations were given to design a Center layout that is attractive and inviting for users?
  - b. Is there adequate signage to guide the customer through the facility?
  - c. Is the Center configured to facilitate efficient customer traffic flow?
  - d. Can customers access the Resource Room immediately?
3. The Center's operation is guided by considerations of convenience and ease of use by the customer?
  - a. Is the Center open during hours that are most convenient to customer needs?
  - b. Does the Center solicit and measure customer satisfaction with Center operations (hours of service, appearance, signage, etc.)?
  - c. Does the Center have adequate space for meetings and training, offices to accommodate customer service delivery, and childcare services available to customers?

## **Service Integration**

Goal: “Seamless service,” such that customers can get the services they need, when they need them, without being hindered by (or possibly even aware of) the fact that the services may be funded by several organizations.

### **Quality Indicators:**

1. There is a common reception area where customers can get information about all services available - both in and outside of the center.
  - a. What happens when someone walks into your One-Stop Center? Is there a common reception area? How do customers get information about the services available?
  - b. What information is available about the One-Stop system, both in and outside of the center?
2. A common intake system promotes the elimination of redundant paperwork for customers, and facilitates improved information sharing and service planning among partners.
  - a. At what point do you begin to collect information about the customer? How is this intake process handled? Is it coordinated among the partners or does each handle their own separately?
  - b. Describe situations where a client might have to provide the same information to more than one person.
3. Common functions are integrated and managed by cross-partner teams (e.g., Greeter/Intake Team, Resource Room Team, Business Services Team, Workshop Team, Placement Team, Case Management Team).
  - a. How do you staff the greeter, information and Resource Room functions? Which partners are involved and how?
  - b. Do you have any teams made up of staff from various partner agencies (e.g. Greeter Team, Intake Team, Resource Room Team, Business Services Team, Workshop Team, Placement Team, Case Management Team)? If so, please describe who is involved and how they are managed.
  - c. Are staff cross-informed and trained about partner services and eligibility?
4. The One-Stop Center uses an integrated approach to case management.
  - a. Describe the case management process. How is case management handled when a person receives services from more than one funding stream?
  - b. Are the files automated or paper-based? Can more than one partner access the files to review and add in information?
5. Customers can smoothly access services from additional partner entities operating.
  - a. What if a customer needs a service that isn't provided through the One-Stop?
  - b. How do you ensure that customers are only referred to programs if they are eligible and services are available?



## **Serving the Universal Customer**

Goal(s): The local workforce investment area has developed a strategy and is implementing a system to serve all customers who want information, assistance, and access to resources from one comprehensive workforce system.

Quality Indicators:

1. The One-Stop Center offers information and services which are distinctly tailored to address the varying needs of multiple customer segments.
  - a. For the customer who is job ready and/or currently working and seeking other employment, does the one-stop system provide a comprehensive job listing service, resume preparation tools, fax and phone access, and semi-private space for making job contacts?
  - b. For the customer who is seeking to advance his/her career through education and training, does the one-stop system provide easy access to information on training institutions and their course offerings, consumer report card information, and specific information on how to gain access to education and training opportunities through the various federal, state, and local programs that offer these services?
  - c. For youth and other customers with little or no previous work experience, does the one-stop system provide information and services to aid career exploration, including testing and other tools to identify career interests, basic skills, related job opportunities, and education and training requirements for those jobs and careers?
  - d. For the employer and other business customers, does the one-stop system provide access to information about job seekers, training opportunities for new or incumbent employees, available services to businesses, and space for conducting interviews and other business uses.
2. The One-Stop Center's resource room is actively managed and staffed to provide high quality services to its users.
  - b. Have resource room staff been oriented to and trained in the use of all the resource materials available to the resource room customer?
  - c. Is the resource room sufficiently staffed by a team of individuals including, for example, Center staff, a librarian, a financial aid planner and technical staff?
3. The Resource Room provides access to the necessary technology to enable the customer to gain quick and comprehensive access to resource materials.
  - a. Are there enough computers available to serve the number of customers using the service?
  - b. Are fax machines and other technology available to users that enables them to carry out the purpose for which they came to the center?

- c. Has the Center developed a technology plan to expand and improve its technological capabilities in the future?

## **Performance Outcomes**

Goal(s): System-wide performance measures align One-Stop activities with strategic and operational goals, and serve as a counter-balance to the “silos” created by program-specific performance standards.

Quality Indicators:

1. There are performance goals and measures for the One-Stop as a whole.
  - a. What are the performance goals and measures?
  - b. How were those goals established?
  - c. Does the system have clearly articulated outcomes that are known to all and are measured consistently within the system?
2. One-Stop performance goals support the Board’s strategic priorities.
  - a. What are the Board’s strategic priorities?
  - b. Describe what performance reports are submitted to the Board.
  - c. Is customer satisfaction a priority and how is it measured for the One-Stop as a whole?
3. Performance data are used for continuous improvement efforts.
  - a. What are your current levels and trends in key measures/indicators?
  - b. How does management use the performance results for improving services?
4. Partners share and are accountable for common goals.
  - a. Is there a system to track partner performance? If so, which partners use it? Does it include any cross-cutting systems measures?
  - b. How is the performance system used at the local level? How has it improved your ability to track performance?
5. Individual program performance goals are used in One-Stop assessment.
  - a. What are the individual program performance goals, besides the WIA core indicators?

## Customer Satisfaction and Feedback

Goal: Excellent customer service and customer satisfaction are central organizing principals in the day-to-day management and delivery of all program services.

Quality Indicators:

1. Providing excellent customer service is a top priority for the One-Stop, which is reflected in the behaviors of all One-Stop Center staff, starting from the customer's first point of contact (either over the phone or in person).
  - a. In what ways are One-Stop staff encouraged and required to provide excellent customer service (i.e., built into individual performance standards, through incentives)?
2. The One-Stop partners jointly and routinely collect quantitative, reliable measures of satisfaction for its employer, job seeker and youth customers via a variety of methods.
  - a. Do the One-Stop partners routinely collect customer satisfaction information? Is this done jointly or independently?
  - b. Do you conduct satisfaction surveys? If so, what questions do you ask? (Ask for copy of surveys used)
  - c. Is feedback sought from customers at each step of the program/service?
  - d. What methods do you use to ensure that the sample of customers surveyed is valid? For example, how do you reach customers who cannot be contacted by phone (due to phone disconnected, use of caller I.D., etc.). Also, how do you effectively survey customers with language barriers (who may not understand the questions being asked)?
  - e. What other methods, other than customer satisfaction surveys, are used to gather customer feedback (i.e., suggestion boxes, comment cards, "mystery shoppers," etc.)?
3. One-Stop partners jointly and regularly review all customer satisfaction data and use this information to design new services and continuously improve existing services.
  - a. How is customer satisfaction information compiled (e.g. by service type, customer segment), analyzed, and translated into action items for improvement?
  - b. How is this type of analysis linked to your strategic plan?
  - a. What follow-up procedures are used to ensure that improvement strategies are effectively implemented? How are customers informed about actions that have been taken to make improvements?
  - b. Are complaints addressed and solved immediately?
5. The One-Stop regularly compares its own customer satisfaction with that of its competitors or industry benchmarks, where appropriate.
  - a. Do you compare your customer satisfaction levels to other One-stops, local areas, or to available benchmarking data? How do you use that information to improve your own satisfaction levels?